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UNITED STATES DEPARTMENT OF AGRICULTURE
Federal Extension Service
Washington 25, D. C.

A FRAME OF REFERENCE
for
WORKSHOP PROBLEM SOLVING GROUPS

(Workshop on Extension Administration To Be Held April 16-27, 1956,
at Madison, Wisconsin)

- I. Organization - involving formal structure, the static aspects of administrative concern.
 1. Determining the organizational structure - county, district, State.
 2. Defining organizational work unit purpose and functions.
 3. Establishing lines of authority.
 4. Determining the span of control.
 5. Relation of positions to each other within the line, within the staff, between these functional areas of responsibility.
 6. Relating the extension organization as a unit to other divisions of the Land-Grant Institution.
- II. Direction and Coordination - involving direction and leadership, the dynamic aspects of administrative effort.
 1. Fulfilling the executive leadership role.
 2. Delegating authority.
 3. Establishing 2-way channels of communication within the organization.
 4. Coordinating and correlating staff functions and work effort—teamwork concept.
 5. Creating conditions favorable to informal organization.
- III. Programing - involving the role and function of the administrator in program planning, methods of integrating the several program elements, methods of carrying out the work.
 1. Fulfilling director role in program planning and execution.
 2. Approaches to long-range planning.
 3. Problem approach as a method of program coordination and integration.
 4. Role, function and form of organization of lay advisory committees.



IV. Personnel Management - involving the administrative function of bringing in personnel, of training and maintaining favorable work conditions.

1. Procedures in recruitment, selection, placement, place of aptitude tests.
2. Identifying training needs, staffing and conducting training programs.
3. Academic rank, position classifications, job descriptions.
4. Bases of promotion, salary scales, salary adjustments, other benefits including professional leave policies.
5. Maintaining morale.

V. Budget and Finance - involving budget preparation, management and control, financing.

1. Relation of budgeting to program planning including opportunities offered in budget preparation for program objective and work plan review.
2. Procedures and techniques of budget making.
3. Procedures and techniques of presenting estimates before budgetary and legislative reviewing authorities.
4. Use of the budget as a management tool to achieve coordination, control and work evaluation.
5. Financing policies, including ratios of contributions from public sources; private contributions in support of extension work.

VI. Administrative Relations - involving the role of the administrator in keeping others informed about program purposes, program operations and accomplishments.

1. With other levels of College administration.
2. With legislative and appropriation bodies.
3. With Federal Extension Service.
4. With farm organization leaders, civic, business organizations.
5. With other public agencies.
6. With the farm and rural public.
7. With the urban public.

